

100-20-4354/1

Washington, D.C. 20505

11 JUL 1983

Mr. Earl L. Rothermel  
Chief, Federal Research Division  
Library of Congress  
Washington, D.C. 20540

Dear Earl:

I am pleased once again to extend my congratulations to the talented intelligence analysts in your agency for having been selected to participate in the 1980-1983 Exceptional Intelligence Analyst Programs. As you know, I have great interest in this program as a means of improving the quality of intelligence analysis in the Community. To enhance the value of the program, I have directed the Director of the Intelligence Community Staff to provide additional program monitoring, and I would appreciate your cooperation in personally assuring that this oversight is carried on in your agency.

First, I would like you to ensure that, for all programs in progress (Classes of 1981-1983), the designated project monitors prepare quarterly reports and submit them to the Director of the Intelligence Community Staff, who is responsible for the management of the program. These reports should be prepared every three months, starting with a report on 30 September 1983, and should include:

- o Progress the analyst has made in accordance with his proposed program;
- o Significant changes, if any, that the analyst has made in his program;
- o Problems that the analyst has encountered;
- o New requirements that have arisen;
- o Foreign and domestic travel taken;
- o Money spent and amount of current fiscal year funds left; and
- o Plans for the next three months.

These quarterly reports need not be lengthy, but they are essential. A one- or two-page report is sufficient. The ICS/Planning and Policy Staff will review the reports and prepare summaries of work in progress for the entire program for my personal review.

Second, I am also directing that each Exceptional Intelligence Analyst prepare a final report and, if applicable, produce associated products such as a data base or reference files, at the completion of his program. These final reports and products will be reviewed by members of the Selection Committee, and the best one or two will be presented by the author to the National Foreign Intelligence Board. In addition, these reports will be circulated throughout the Community.

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Third, I have directed that each candidate's subsequent assignments and performance be monitored on my behalf and highlighted to me annually by the parent agency through the agency point of contact for the first five years after his return to normal duties. I am hopeful that this program will provide tangible returns to the analyst in the form of recognition and career opportunities and in this manner encourage many of the best ones to participate. These annual reports, as well as the quarterly reports, should be forwarded to [ ] Planning and Policy Staff, Intelligence Community Staff.

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For your information, I have enclosed a list of all ongoing and completed Exceptional Intelligence Analyst projects in your agency, the responsible project monitors, and the funds allotted to the various programs (Tab A). As you can see, the members of the Class of 1980, the first class of this program, have all completed their projects, and although it was not a requirement at the time, I would appreciate it if they would also provide a final report and product as applicable to me at the earliest convenient time. Please inform your designated agency point of contact (Tab B) of these new reporting requirements.

In order to keep a balanced perspective on the program, it is well to remember that the analysts' programs have all been thoroughly reviewed and approved by a Community-wide Selection Committee. Minor constructive changes to the programs are to be expected as the analysts get further into their respective endeavours. Such changes are within the intended scope of the DCI Exceptional Intelligence Analyst Program, and with the approval of their project monitors, these changes are perfectly acceptable and should not require further approval by the parent agency. In general, the parent agency need not spend a great deal of administrative and managerial effort on these relatively autonomous programs.

Since the goal of this program is to enhance the overall quality of intelligence analysis throughout the Community, I urge you to speak to these analysts upon their return to normal duties to determine where their newly-acquired knowledge and experience might best be put to use.

Thank you for your continued support of this important program.

/S/ John N. McMahon  
for William J. Casey

Enclosures

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## TAB B

## DCI EXCEPTIONAL INTELLIGENCE ANALYST PROGRAM

## AGENCY POINTS OF CONTACT

<u>Agency</u>	<u>Point of Contact</u>	<u>Phone Number</u>
Air Force	Major Jo Greenmeyer	697-4748
Army	John McGlone	695-3369
CIA		
Commerce	Keith Fennell	377-2263
DIA		
Unified Commands, Library of Congress/ Federal Research Div.		
Energy	Jim Rawers	252-2102
FBI	Roger Clancey	324-4646
Marine Corps	LtCol Donald James MGYSGT Johnny Asberry	694-3591
Navy	George Kuruzovich	763-3544
NSA		
State/INR	C. Thomas Thorne	632-1038
Treasury	Ken Steins	566-2981
Program Manager:	Intelligence Community Staff Planning and Policy Staff	
Budget and Fiscal Officer:	Intelligence Community Staff Budget and Fiscal	

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DCI/ICS 83-4397  
29 June 1983

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: Eloise R. Page  
Deputy Director, Intelligence Community Staff

SUBJECT: Management Oversight of the DCI's Exceptional Intelligence Analyst Program

1. The attached package for the DCI's signature has been carefully and exhaustively reviewed and revised, as you can see. We feel that the program guidance contained in the package addresses the concerns of all with whom we worked.
2. Four years ago, the DCI Exceptional Intelligence Analyst Program was established as a long-term program to improve the quality of intelligence analysis by providing mid-career professionals (GS-11/15, 0-3/5) the opportunity to tailor a training project to their own particular needs. Candidate projects include sabbaticals at home or abroad, university study, independent research, or temporary assignments to other government agencies. Projects are undertaken for a period of up to two years with all training expenses underwritten by the Intelligence Community Staff and salaries continued by the analysts' parent organizations.
3. The guidance contained in the attached package represents the first time since the program began that the analysts on the program would be required to report to the DCI. Thus far, we have received virtually no reports or final products, incomplete financial data, and no follow-up on the candidates upon their return to normal duties. While quarterly reporting may seem a bit like "overkill," we believe that it is an acceptable first effort.
4. On 13 April 1983, the Program Manager chaired a meeting of all of the agency points of contact for the DCI's Exceptional Intelligence Analyst Program. The purpose of the meeting was to discuss the proposed new measures and to come to an agreement on their reasonableness. The quarterly reporting aspect was discussed at this meeting, and all of the participants agreed that it would be worth trying; if it turned out to be too cumbersome, it could be altered later. Everyone agreed, however, that some kind of accountability and reporting requirements were long overdue.
5. The ICS Budget and Fiscal Officer has said that several inquiries were received by the staff during the Fiscal Year 1984 Congressional Review about the program from both the HPSCI and the SSCI. In response, copies of the attached brochure and cost data for the past three years were forwarded, but it appears that these cursory inquiries might be just the beginning of a series of questions. If we were to be called up now to testify on the program, we would have virtually nothing of substance to show them.

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6. To give you a rough idea of just how vulnerable we would be if we were called on to defend the DCI's Exceptional Intelligence Analyst Program, the Community is spending approximately [redacted] per year on this program, including the analysts' salaries paid for by their parent Community agencies and the IC Staff's contributions in travel, tuition, books, etc., and we have received virtually no feedback. This rough figure was calculated as follows:

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[redacted]

Moreover, the figures above do not reflect other administrative costs, such as those involving the IC Staff members, the parent agency points of contact, and the project monitors in this program. According to the ICS Budget and Fiscal Officer, financial data for the DCI's Exceptional Intelligence Analyst Program are:

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[redacted]

7. Based on the above, then, it seems prudent to place some management oversight on the program, starting with some progress reports and the requirement that the analysts produce some kind of final report and, if applicable, a final product. If these reporting provisions prove to be too burdensome or impractical, they can be modified at a later time.

8. We recommend that you reconsider approving the attached package.

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[redacted]  
Eloise R. Page

Attachments:  
As Stated

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SUBJECT: Management Oversight of the DCI's Exceptional Intelligence Analyst Program

Distribution: DCI/ICS 83-4397

Orig-DDCI

1-Executive Registry

1-D/ICS

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1-PPS Subject

1-PPS Chrono

1-ICS Registry

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MEMORANDUM FOR: Director, Intelligence Community Staff *2X*

FROM: EA/DDCI

Executive Registry

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The DDCI wonders if the attached isn't overkill and would like to have a better feel for the necessity of this quarterly reporting. In any event, the one for CIA should be addressed to the Executive Director, not the DDCI.

*thank,*

Attachment:  
DCI/ICS 83-4350

Date 10 May 1983

FORM 5-75 101 USE PREVIOUS EDITIONS

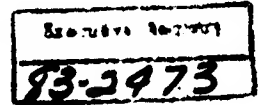
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NATIONAL FOREIGN INTELLIGENCE BOARD



14 MAY 1983

MEMORANDUM FOR: National Foreign Intelligence Board

SUBJECT: DCI Exceptional Intelligence Analyst Program

1. Four years ago, the DCI Exceptional Intelligence Analyst Program was established as a long-term program to improve the quality of intelligence analysis by providing promising mid-career professionals the opportunity to tailor a training project to their own particular needs. Candidate projects include sabbaticals at home or abroad, university study, independent research, or temporary assignments to other government agencies. Projects are undertaken for a period of up to two years with all training expenses underwritten by the Intelligence Community Staff and salaries continued by the analysts' parent organizations. Additional details regarding this year's program will be included in a brochure which will be distributed to your training offices.

2. I am deeply interested in improving intelligence analysis and am convinced that this program can make a very real contribution to that end. I encourage each of you to nominate your very best people, recognizing that the sacrifice of their short-term absence while in training will pay off handsomely in long-term gains. I expect to see the program continue at its present level of activity, i.e., approximately 15 participants per year at an average cost not to exceed

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3. The program is administered by the Intelligence Community Staff's Planning and Policy Staff working closely with the designated agency points of contacts shown at the attachment.

4. Thank you for your continuing support of this important program.

William J. Casey

Attachment



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DCI/ICS 83-4365  
5 May 1983

MEMORANDUM FOR: Director of Central Intelligence

VIA: Deputy Director of Central Intelligence

FROM:   
Director, Intelligence Community Staff

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SUBJECT: DCI Exceptional Intelligence Analyst Program -- 1984

1. Attached at Tab A is a memorandum to NFIB members for your signature. The memorandum encourages participation in the DCI Exceptional Intelligence Analyst Program for 1984, a long-term training program administered by the IC Staff for the Community as a whole. The program offers promising mid-career analysts a unique opportunity to design their own training experience--sabbaticals, university study, independent research, temporary duty assignments, etc. Last year's program brochure providing additional details is attached at Tab B; a similar brochure will be developed for the 1984 program year.

2. The ICS/Planning and Policy Staff is currently conducting a systematic evaluation of the program's value. Informal feedback so far has been favorable, and the program generally is well regarded throughout the Community. We propose that participation in the program remain at approximately 15 analysts per year, and that the average award be held to

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3. I recommend that you sign the memorandum at Tab A.

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Attachments: a/s



SUBJECT: DCI Exceptional Intelligence Analyst Program -- 1984

Distribution: DCI/ICS 83-4365

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1-PPS Subject

1-PPS Chrono

1-ICS Registry

1-NFIB/S

DCI/ICS/PPS:  05/04/83)

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SUBJECT: Letters Requesting Quarterly Reports and Final Reports

Distribution (DCI/ICS 83-4354/1)

Original - Addressee

- 1 - DCI
- 1 - DDCI
- 1 - ER
- 1 - D/ICS
- 1 - ICS/PPS Chrono
- 1 - ICS/PPS Subject
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DCI/ICS/PPS/  (2 May 1983)

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